Faculty PEP
Promising Practices

Instructional Leaders Academy
July 20, 2015
Session Outcomes

Instructional Leaders will be able to:

- Strengthen *connection* between faculty engagement, transformational change & effective execution of PEP
- Take steps to shift from performance *evaluation* to performance excellence *mindset*
- Utilize *promising practice* behaviors for faculty performance management
- Tap *resources* to guide use of PEP process
Agenda

• Engagement & Change
• Making PEP Work for You: Mindset Shift
• PEP Lifecycle
• Performance Manager “Promising” Practices
• Resources
Performance Management: Vehicle for Engagement

Engagement: degree of discretionary effort given & personal commitment to the job

Table Talk:

• Brainstorm things that contribute to your engagement here at HCC.
Performance Management: Vehicle for Change

• In order for things to change, somebody somewhere has to start acting differently. – Chip & Dan Heath

• Performance management provides a framework for setting the stage for behavioral change.
Making PEP Work for You

<table>
<thead>
<tr>
<th>Performance Evaluation Mindset</th>
<th>Performance Excellence Mindset</th>
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<tbody>
<tr>
<td>- Annual event</td>
<td>- Continuous cycle</td>
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<tr>
<td>- Takes too much time</td>
<td>- Important investment in people</td>
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<tr>
<td>- Performer is passive recipient</td>
<td>- Performer is active and shares ownership of the process and results</td>
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<tr>
<td>- Report card focused on past</td>
<td>- Continuous improvement &amp; growth focus; Uses accomplishment to build on and plan future performance; PDCA</td>
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<tr>
<td>- One-way communication</td>
<td>- Dialogue; vehicle for personalizing and reinforcing change</td>
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<tr>
<td>- Goal alignment</td>
<td>- In addition to alignment, goals are used to provide stretch and professional growth</td>
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<tr>
<td>- Complete the form</td>
<td>- Use template to facilitate discussion, alignment, engagement, as well as document strengths, growth areas, progress</td>
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Process Rather Than Event
PEP Lifecycle

- Performance Planning
  - Goals, checklist items & professional development
- Performance Observation & Feedback
  - Coaching and mentoring
  - Progress checks
  - Realigning goals as needed
- Performance Review
  - Employee Self-Evaluation
  - Official Review
Wall of Fame: What Works for You?

1. Thinking about your experience as a “performance manager” at HCC or other workplaces, what tips & techniques have worked for you?
   a. Record on sticky notes, one tip per note
   b. Post on Manager Wall of Fame

2. Thinking about your experience as a “performer” at HCC or other workplaces, what PM tips & techniques have worked for you?
   a. Record on sticky notes, one tip per note
   b. Post on Performer Wall of Fame
Promising Practices in PM

- Link/align employee goals & objectives to departmental and institutional goals
- Clearly communicate performance expectations and standards
- Treat employees with respect & maintain an atmosphere of open, honest dialogue
- Actively involve employees in their own performance management
- Provide opportunities for professional development
Promising Practices in PM

- Accept their share of responsibility for managing employee performance
- Assess employee performance regularly and provide timely and pertinent performance feedback throughout the year
- Base reviews on job performance results and sound data, not personality traits
- Objectively rate performance
- Continuously improve their own performance management skills
Resources

- **Additional Performance Management Training**
  - PEP for Supervisors 9/17/15 & 12/11/15
  - Performance Management Strategies 4/21/16 & 7/15/16
  - Register via @ Your Service

- **Need help?**
  - Access to Performance Management link in Manager Self-Service
    - HCC Help Desk X8-8800
  - Working with Manager Document in e-Performance
    - Job Aids (*myHCC>*Human Resources>*Supervisor page)
    - Sr. HR Generalist
Questions?

By three methods we may learn wisdom: First, by reflection, which is noblest; Second, by imitation, which is easiest; and third, by experience, which is the bitterest. -- Confucius
Performance Planning

• Planning Meeting (occurs early in year)
  • Goal Alignment
  • Define & clarify Job Responsibilities
  • Establish Measures – SMAART!
    • SMAART - Specific, Measurable, Attainable, Agreed Upon, Realistic, Time Oriented
  • Review Faculty Checklist (expected behaviors)
• Manager enters agreements into Manager Document
  • Goals/Objectives/Projects
Performance Observation & Feedback

- Observe and document performance
  - Ongoing two way communication
- Periodic progress review
  - Mid-year required at minimum
- Realign the performance plan when necessary
  - Remember to keep goals SMAART
  - Update MGR document to reflect changes
Performance Review

• Maintain Manager Document
  • Manager updates MGR document (official)
  • Encourage employee to keep Self-Evaluation document current (add accomplishments)

• Conduct mid-year review

• Prepare for & schedule year-end review
  • Review the completed Self-Evaluation
  • Incorporate employee-entered results information as appropriate
Year-end Performance Review

• Complete the Manager document, the official Performance Evaluation
  • Share overall performance ratings with 2nd level reviewer prior to conducting year-end review meeting
  • Make Document “Available for Review” prior to formal meeting

• Conduct year-end performance review
  • Face-to-Face meeting
  • Discuss accomplishments, ratings & growth areas
Year-end Performance Review

- Confirm Review Held
  - Employee Acknowledges that Review was held; can also make comments on official document
- Submit MGR document for second level review
  - Approve/Deny
- Take deep breath and begin planning for next year! It is a continuous cycle.
PEP Templates

- **Manager Document**
  - Official performance document
  - Managed by supervisor
  - Employee can view at year-end review time & enter comments after review is held

- **Self-Evaluation**
  - Managed by employee
  - Used to document accomplishments & results
  - Submitted to supervisor in preparation for year-end review
  - Supervisor may use this document as input for official review
Components of Faculty Performance

- Goals/Objectives/Projects
- Evaluation for Greater Learning Student Survey System (EGLS3)
- Faculty Checklist
  - Professional Development
  - Teaching & Learning
  - Advising
  - Institution/Community Support
- Job Responsibilities
  - Documentation/Adherence to Deadlines
  - Civility
# PEP Calendar

<table>
<thead>
<tr>
<th>PEP Phase</th>
<th>FT Faculty</th>
<th>All Other</th>
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<tbody>
<tr>
<td>Planning</td>
<td>August – September</td>
<td>June – August</td>
</tr>
<tr>
<td>Observation</td>
<td>October – April</td>
<td>Sept. – June</td>
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<tr>
<td>&amp; Feedback</td>
<td></td>
<td>Jan.-Feb.</td>
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<tr>
<td>Mid Year Review</td>
<td>Mid November</td>
<td>May - June</td>
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<tr>
<td>Year-end Review</td>
<td>By April 30</td>
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<td>Forms to HR</td>
<td>May 15</td>
<td>June 15</td>
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